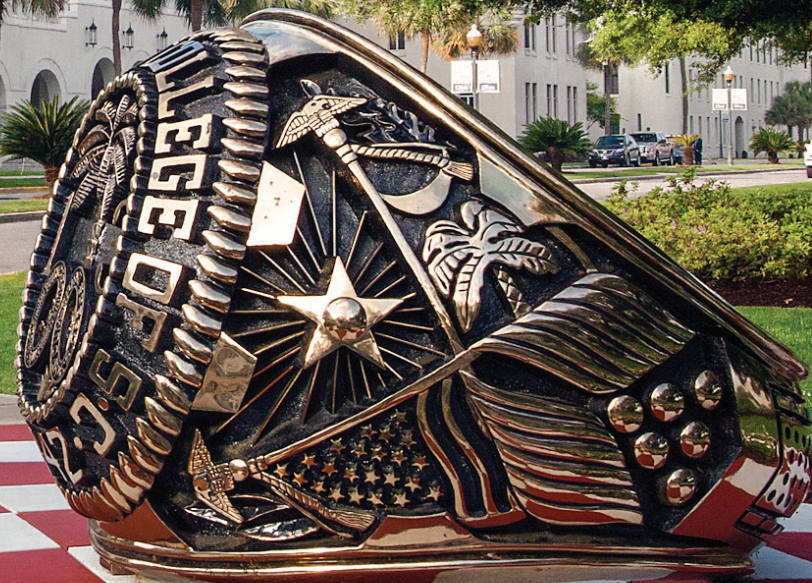


THE CITADEL

THE MILITARY COLLEGE OF SOUTH CAROLINA



PRESIDENT'S REPORT 2013



Members of regimental staff march toward the parade ground. Friday parades render honors, preserve tradition and foster *esprit de corps*. At various times throughout the year, parades are used to present awards and recognize students, faculty, staff and other distinguished individuals.

MESSAGE FROM THE PRESIDENT LIEUTENANT GENERAL JOHN W. ROSA, USAF (RET.), '73

The mission of The Citadel is to educate and develop our students to become principled leaders in all walks of life. With a record number of applications and the largest matriculating class this fall representing 45 states and a dozen countries, we are seeing that our values-based education is resonating with families across the nation and around the world.

For the third straight year, *U.S. News & World Report* selected The Citadel as the top public college in the South for institutions granting up to a master's degree. While we do not chase these ratings, we are pleased to see that our efforts are being recognized in the region as well as nationally, with the School of Engineering ranked number 22 in the country.

In this report you will find many highlights from the past year, including national recognition for our commitment to civic engagement. The Corps of Cadets has never been more robust with 2,300 cadets in 21 companies and five full battalions. It is rewarding to see them march through Lesesne Gate and into the Charleston community on Leadership Day to serve children and adults who

in turn enrich their lives and help to shape their characters as they learn to put service before self.



Donna and I enjoyed the company of the Regimental Band and Pipes as they represented the nation in the Royal Nova Scotia International Tattoo this summer. You would have been equally proud to see these fine young men and women perform to standing ovations. There are many such examples of leadership in this report, culminating with the class of 2013 being the first to complete the Four-Year Leader Model developed by the Krause Center for Leadership and Ethics, endowed by Bill Krause, '63, and his wife, Gay.

With state funding now representing less than 10 percent of our budget, we are grateful to the many loyal alumni who support our alma mater every year. We invite you to come visit our beautiful and historic campus and see how our core values of Honor, Duty, and Respect

resound with our rigorous academics and physical fitness every day from reveille to taps.

A handwritten signature in black ink that reads "John W. Rosa". The signature is written in a cursive, flowing style.



The Lifetime Network television series *Army Wives* filmed on campus in March. In the episode, actress Kaley Ronayne portrays a Citadel cadet who is the daughter of an Air Force colonel, portrayed by Brooke Shields. Nearly 70 cadets were extras in the hit drama, which is set and filmed in Charleston.

THE CITADEL SHINES IN THE NATIONAL SPOTLIGHT MAJOR NETWORKS, ORGANIZATIONS AND VIPS HELP SPREAD THE WORD

For the third straight year, *U.S. News & World Report* selected The Citadel as the top public college in the South for institutions granting up to a master's degree. The college was also designated a "Best Value" and was recognized for a "strong commitment to undergraduate teaching." The factors considered by *U.S. News* included retention rate, class size, student-to-faculty ratio and alumni-giving rate.



The Citadel was also ranked the No. 2 "Best Value" public college in the South, and the undergraduate engineering program was rated No. 22 in the country.

- The National Science Foundation awarded The Citadel a five-year grant of \$1.2 million for the Robert Noyce Teacher Scholarship Program. The purpose of the award is to encourage talented students and professionals in science, technology, engineering and mathematics fields to become K-12 STEM teachers.
- The Corporation for National and Community Service named The Citadel to the 2013 President's Higher Education Community Service Honor Roll. This designation is the highest honor a college or university can receive for its commitment to volunteering, service-learning and civic engagement.
- *Forbes* magazine ranked The Citadel number eight on the list of the top 25 "Best Value Colleges" in the United States. The ranking is based on five criteria: post-graduate success, student satisfaction, student debt, four-year graduation rate and competitive awards won by students.
- The Citadel welcomed U.S. British Ambassador Sir Peter Westmacott, who joined Lt. Gen. John Rosa in a ceremony at the HMS Seraph monument in April honoring Anglo-American cooperation and unity. The Seraph monument is the only civilian location in the United States authorized to fly the White Ensign of the Royal Navy. The Seraph was a British submarine that secretly took U.S. Gen. Mark Clark to North Africa before the Allied invasion of 1942. Clark liberated Rome and later served as Citadel president from 1954 to 1965.
- The crew for the *Today Show* traveled to the Lowcountry to capture all things Charleston. Television hosts Kathy Lee Gifford and Hoda Kotb introduced The Citadel Regimental Band and Pipes to millions of viewers across the nation. The band played several times throughout the show.



The Regimental Band and Pipes traveled to Canada to perform in the Royal Nova Scotia International Tattoo in Halifax. The weeklong performance, which features military and civilian groups from Canada and countries all around the globe, is the largest annual indoor show of its type in the world. The Regimental Band and Pipes was the only group representing the United States.

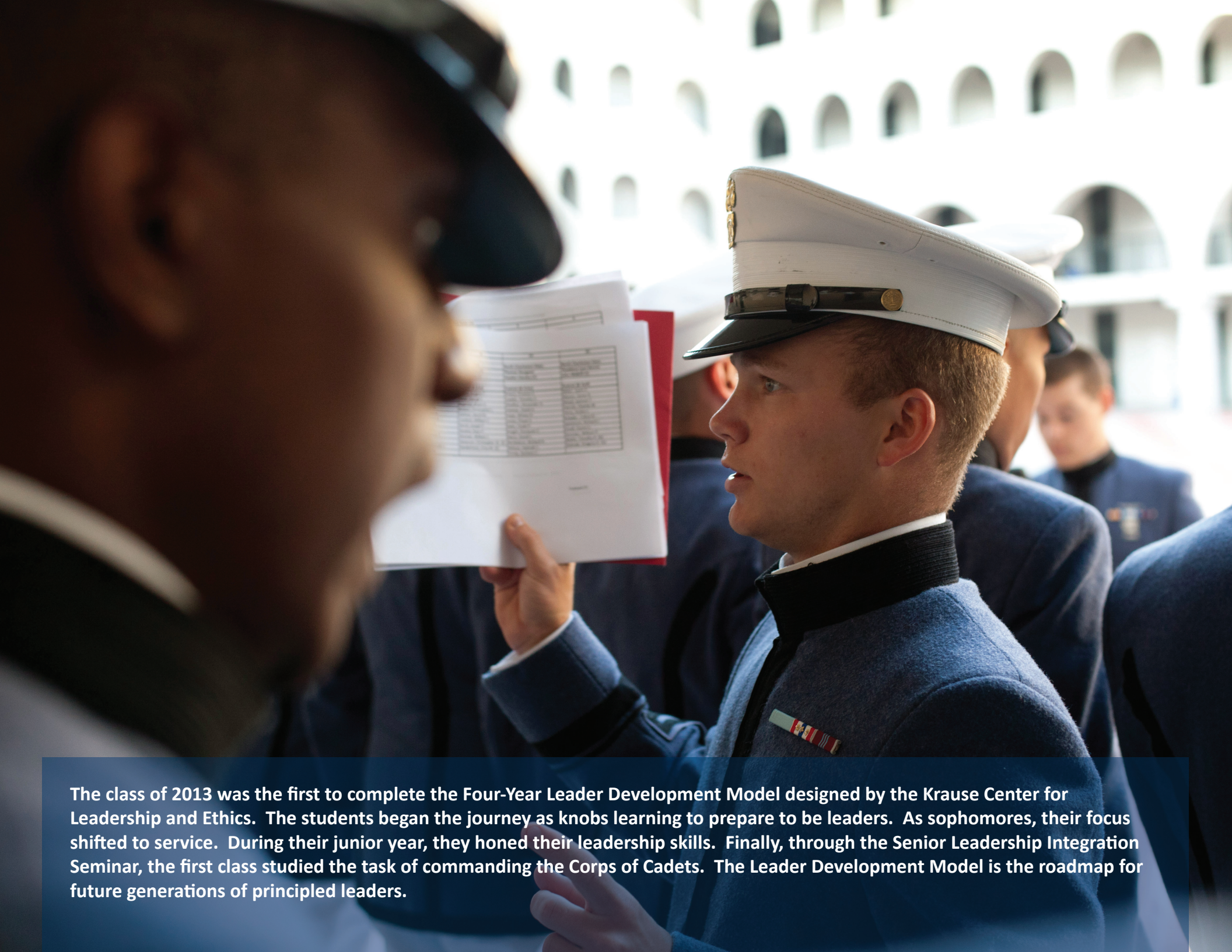
MAKING A MARK BEYOND LESESNE GATE

Cadet clubs have long been a part of The Citadel experience, dating back to 1843 with the Calliopean Literary Society and the Polytechnic Literary Society. Currently, there are more than 100 clubs on campus, providing cadets with leadership opportunities beyond the barracks.



A cadet runs a Friday meeting of El Cid Toastdawgs, the college chapter of Toastmasters International, a public speaking club.

- The School of Education received accreditation for the next seven years from the National Council for Accreditation of Teacher Education. The accrediting committee commended the school for not needing improvement in any of the reviewed areas.
- The Honor Society of Phi Kappa Phi—the nation’s oldest and most selective collegiate honor society for all academic disciplines—awarded Psychology Professor Conway F. Saylor a 2013 literacy grant. The grant will be used to support Young Authors—a literacy-based program for elementary school children in Title I and low-achieving schools. Saylor is one of 14 recipients nationwide to receive the award.
- In only its second year, the Ethics Bowl Team ranked among the top five in the Southeast Regional Ethics Bowl. This placement qualified the young team to compete in the 2013 National Ethics Bowl in San Antonio, Texas.
- A research paper written by School of Education Professor Tammy Graham; Academic Support Center Director Jane Warner; Tactical Officer Lt. Col. Charles Graham, USMC (Ret.); and Education Professor Stephenie Hewett was named the best paper by the American Institute of Higher Education. “Perceptions and Practices: The Impact of Military Structure on the Academic Success of Students with Disabilities Attending a Military College” was chosen for publication in the *American Journal of Educational Studies*.
- The School of Business was featured in the 2013 edition of the *Princeton Review’s* annual guidebook *The Best 296 Business Schools*.



The class of 2013 was the first to complete the Four-Year Leader Development Model designed by the Krause Center for Leadership and Ethics. The students began the journey as knobs learning to prepare to be leaders. As sophomores, their focus shifted to service. During their junior year, they honed their leadership skills. Finally, through the Senior Leadership Integration Seminar, the first class studied the task of commanding the Corps of Cadets. The Leader Development Model is the roadmap for future generations of principled leaders.

RESPONDING TO CHANGING GLOBAL DEMANDS ADDING NEW PROGRAMS AND DEPARTMENTS

In an effort to increase the security and reliability of its electronic information systems, the information technology services department moved its data center to Ladson, S.C. There, student records, finances and other sensitive data and equipment can be monitored all hours of the day and night.

This off-campus location makes these systems immune to campus power outages. The ITS team is also in the process of establishing a disaster recovery site in Greenville, S.C., far from the coast.



The college has accelerated online programming. In five years, The Citadel has increased the number of online course offerings from 11 to 63. Civilian, active duty and veteran students can take online courses anytime; cadets can only enroll in online classes during summer sessions.

- In a post-9/11 world where international crime, terrorism and homeland security have become significant fields of study, a criminal justice degree is in high demand. Last fall, the criminal justice program became its own department to better meet the educational demands and needs of students. While the college has offered a traditional criminal justice degree for more than 20 years, the new department boasts faculty with expertise in areas such as international organized crime, terrorism, international criminal justice systems, narco-terrorism, intelligence and homeland security.
- The School of Engineering's new department of engineering leadership and program management was created to support graduate student programs in the School of Engineering. Plans are underway to expand the department's mission to include related undergraduate programs. The mechanical engineering degree was approved in October with courses for both cadets and evening undergraduate students beginning in the fall of 2014.
- The School of Science and Mathematics recently implemented a distinctive model of study for cadets known as The Citadel Undergraduate Research Experience (CURE). This model replaces the typical one-summer or senior-year research experience at most institutions to better align with the Krause Center's four-year model to sharpen and deepen a cadet's research experience. The students' goals each year are as follows:
 - Year 1: acquire fundamental skills and knowledge
 - Year 2: connect with researchers
 - Year 3: achieve independence
 - Year 4: demonstrate command of their discipline



Freshmen, known as “knobs,” perform pushups in the barracks. Upperclassmen drill knobs physically and mentally every day throughout the academic year. The cadet leaders teach knobs how to march, how to salute and even how to dress. Upperclassmen help the fourth class master the skills that must be developed before they can be recognized as full members of the Corps.

GIVING CADETS THE TOOLS THEY NEED TO SUCCEED HELPING THEM DISCOVER THE DRIVE WITHIN

Austin Gray, '13, a health and wellness major from Charleston, S.C., began investigating the toxicity of household cleaning products marketed as *green*. He found that some green products are more toxic than conventional cleaning products. Gray's research won second place at the competition for the Carolinas Regional Society of Environmental Toxicology and Chemistry.



Funding from The Citadel Foundation helped to support Cadet Gray's research.

- Cadet Robert Daniell, '15, was the recipient of the 2013 Newman Civic Fellows Award. The award honors college student leaders who have invested time through service, research and advocacy in finding solutions for obstacles that communities face. Daniell, from Greer, S.C., was recognized for his work developing a psychology-based curriculum for some of Charleston's most disadvantaged middle and high schools.
- Cadet Benjamin Thompson, '14, was the first cadet to be elected to the national BACCHUS (Boosting Alcohol Consciousness Concerning the Health of University Students) Committee. Thompson, who is from Silver Spring, Md., was chosen over other candidates from colleges such as Clemson, University of Florida, and University of Georgia to serve the organization's largest territory. The BACCHUS network is a collegiate peer education initiative that prepares student leaders to address campus health and safety issues.
- In this year's Recyclemania, the annual national college competition to increase recycling efforts on campuses across the nation, The Citadel led Southern Conference colleges in the Per Capita Classic division by recycling 13.31 pounds per student during the course of the eight-week competition. The Citadel placed third in the nation in colleges recycling food waste, first in the state bottles and cans category and third in the Per Capita Class in South Carolina.



Recognition Day is a momentous occasion in the life of a knob, signifying the end of the yearlong regimented way of life known as the fourth-class system and the beginning of the next phase of leader development training. The day combines company discussions about leadership followed by physically challenging teambuilding exercises, a victory lap around campus and concludes with a march to Marion Square in downtown Charleston at the site of the original campus for the renewal of the Cadet Oath.

THE MILITARY MINDSET DEDICATION, DETERMINATION, DISCIPLINE

The physical and mental rigors of military life help shape cadets into principled leaders. All Army ROTC cadets must pass the combat water survival training before the end of their junior year. This training is designed to increase a soldier's confidence during operations in and around water. During this training, cadets are dropped from three meters into water, holding a replica M16 while wearing heavy equipment.



A cadet fights to keep his M16 above water during combat water survival training.

- Nationally, there are 299 surface warfare officer assignments available for graduating seniors. The Citadel was the only college to have more than one selection in the top 10. Officer Candidate Landon Stultz, '13, was the No. 2 overall selection in the nation. Alexander Goodwin, '13, and Clarese Neill, '13, were also in the top 10. The Citadel boasts eight surface warfare officer selectees in the top 25 percent and five in the top 10 percent of the nation.
- For the third year, The Citadel was named a Military Friendly School by Victory Media Inc., publisher of the magazine *G.I. Jobs*. The 2013 Military Friendly Schools list honors the top 15 percent of colleges, universities and trade schools that do the most to embrace America's military service members, veterans, and spouses as students and ensure their success on campus.
- Cadet Phillip Martin, '14, from Cottageville, S.C., won the top award among 459 competitors during the 2nd Regiment Army men's physical fitness test, held at Joint Base Lewis-McChord in Washington. The fitness test is broken down into three parts, including a two-mile run, two minutes of pushups, and two minutes of sit-ups.



For Lowcountry professionals seeking to further their education, The Citadel Graduate College is an attractive opportunity with evening classes that allow them to keep their day job while working toward their dream job.

ADVANCING THEIR CAREERS CIVILIAN, ACTIVE DUTY AND VETERAN STUDENTS

The Citadel Graduate College (CGC) offers 29 evening graduate degree programs and nine graduate certificate programs. The Citadel currently offers four evening undergraduate programs to students who wish to pursue a bachelor's degree in business administration, criminal justice, civil engineering, or electrical engineering. A fifth program, mechanical engineering, will be added in January 2014.



Civilians, veterans and active duty students take evening classes in a non-military setting.

- Tau Beta Pi, the Engineering Honor Society, named Officer Candidate Michael Lacey, '13, a 2013 laureate. This award recognizes top engineering students who pursue interests beyond technology, such as art and service. Only 88 individuals have ever received this prestigious accolade from the nation's oldest engineering honor society.
- Desiree Wilson, '08, a science teacher who earned her master's degree in secondary administration and supervision, was named the Hemingway M. B. Lee Middle School 2012-2013 Teacher of the Year.
- Pamela Corwin, '13, a CGC biology student, won the Best Student Poster award at the S.C. Water Resources Commission annual conference for her research on bird communities. Her work is titled "Avian Community Response to Seasonal and Successional Changes along the Cooper River, S.C."
- Officer Candidate Pierce Weller, '13, was the recipient of the South Carolina Student Service Achievement Award for his work improving a program to keep kids enrolled in school. Weller invested hundreds of hours evaluating programs, developing manuals and training his sophomore and junior successors to ensure the program's longevity.
- The graduate college offers two master's degree programs that are completely online: a master's degree in interdisciplinary STEM education and a master's degree in social science with a focus on leadership. The graduate college also introduced an online graduate certificate in leadership.



Undrakhbayar Khishignyam, '15, guaranteed himself a spot on the 2013 All-America team at the NCAA Wrestling Championship after topping the third-seeded wrestler in a thrilling overtime quarterfinal battle. The 141-pounder took fourth place in the national competition, becoming the most successful Bulldog wrestler at the NCAA Championship in college history.

CADET-STUDENT-ATHLETES BULLDOGS BREAKING RECORDS

Cadet Austin Pritcher, '13, starred on the mound for the Bulldogs in 2013, winning eight games and earning Southern Conference Pitcher of the Year honors. In addition to his postseason award, Pritcher was the SoCon Pitcher of the Month for both February and April and finished his career with 22 wins.



The Detroit Tigers selected Cadet Austin Pritcher in the 19th round of the 2013 Major League Baseball first-year player draft.

- Cadet Mariana Garcia, '14, was named both the college's female athlete of the year and her soccer team's most valuable player. Garcia ranked 11th in the nation in goals per game, tied for 33rd place nationally with points per game and earned All-Southern Conference accolades for the second time in her career.
- Cadet Odie Delaney, '13, became the third All-American in Citadel wrestling history at the NCAA championships. Delaney capped his outstanding career by winning his fourth Southern Conference title, earning the conference wrestler of the year award and taking seventh at nationals in the heavyweight division. His 125 career wins tie him for first in college history.
- In 2012, the football team celebrated its first winning season since 2007. The Bulldogs knocked off Georgia Southern (No. 3 in the nation) and Appalachian State (No. 8) in consecutive weeks in September. The Bulldogs then finished the year with road wins against longtime rivals VMI and Furman. The seven-win season earned Kevin Higgins the Southern Conference Coach of the Year award.
- Cadet Mike Groselle, '14, was one of five Division I basketball players selected to the All-America Squad—an award that recognizes the total student-athlete and emphasizes positive leadership in the community. The engineering major was also selected for the College Sports Information Directors of America Academic All-District team for his achievements in the classroom.
- Cadet Joe Jackson, '14, was named the Most Outstanding Player of the 2013 SoCon Baseball Tournament, capping off a season in which the catcher was named to the All-Southern Conference first team by the league's media and coaches and received third team All-American honors from both the National Collegiate Baseball Writers Association and Louisville Slugger/Collegiate Baseball. Jackson was drafted by the Rangers in the fifth round of the 2013 Major League Baseball first-year player draft.



Bill Krause, '63, speaks to the media about his donation during the college's sixth annual Principled Leadership Symposium—a two-day conference on leadership and ethics that attracts nationally renowned military and business leaders to campus.

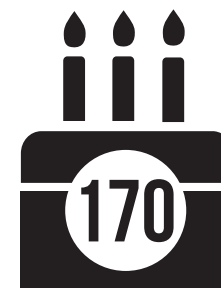
CITADEL ALUMNI LEADING THE LONG GRAY LINE

The Citadel Foundation thanks alumni whose support secures a bright future for the college. Through their gifts, The Citadel is more capable of equipping students to meet the challenges and opportunities of the 21st century.



More than 28 percent of alumni participated in giving back to The Citadel in 2012.

- Citadel supporters Gay and Bill Krause, '63, committed to giving \$9.1 million to support, advance and endow the college's leadership development curriculum. Leadership activities held campus-wide and across the curriculum are coordinated by the Krause Center for Leadership and Ethics. The leadership program, which progresses step by step throughout a cadet's four years, is woven across campus activities and includes classroom study, military training, seminars and community partnerships.
- The *SportsBusiness Journal* selected Brig. Gen. Harvey W. Schiller, USAF (Ret.), '60, as a member of the elite 2013 class of The Champions: Pioneers & Innovators in Sports Business. The award recognizes leaders in the sports world who have shaped the future of the industry. Schiller has been the president of Turner Sports, Inc., the CEO of YankeeNets and the executive director and secretary general of the United States Olympic Committee.
- Seven decades after leaving The Citadel, Army veteran Robert Williams hit the books and completed his undergraduate studies. Williams enrolled in 1938 but left to fight in the war. This past spring, the 93-year-old retired dentist finally received his Citadel diploma, just days before he passed away.
- Wayne Black, '84, was promoted to assistant adjutant general of the Indiana National Guard, the nation's fourth largest National Guard unit. Black, a 17-year veteran of the Guard, is the first African American to hold this rank.

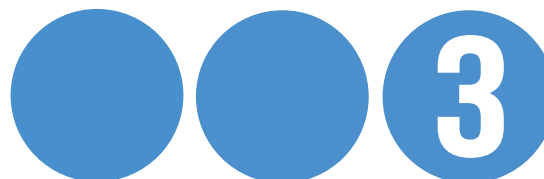


THE CITADEL TURNED 170

23% INCREASE IN RETENTION OF FRESHMAN ENGINEERS FROM THE FALL TO SPRING SEMESTER. NEARLY 100 PERCENT OF ENGINEERING GRADUATES ARE FULLY EMPLOYED WITHIN **2 MONTHS** OF GRADUATION.

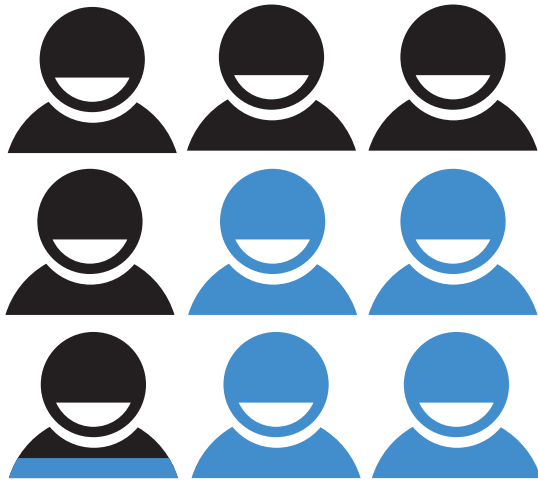


**54 GRADUATING
CADETS
WERE LEGACIES...
...THE MOST EVER**



**YEARS IN A ROW #1
PUBLIC COLLEGE IN THE
SOUTH THAT OFFERS UP
TO A MASTER'S DEGREE**

CSI ENROLLMENT JUMPED 46% FROM LAST YEAR



The Citadel Success Institute (CSI) helps incoming freshmen (knobs) become oriented to the college before formal matriculation in August. Freshmen who attend CSI are more likely to complete their knob year.

54% RAPID ONE-YEAR
GROWTH IN MASTER'S
OF SCIENCE IN PROJECT
MANAGEMENT PROGRAM



THE LEAD PLAN 2018

In this first year the college laid the groundwork necessary to advance the LEAD Plan while also making notable progress on the plan's objectives, including:

Objective: *Enhance and Integrate The Citadel's Leader Development Model*

The Citadel implemented a new four-year leader development model. The Citadel 101 Freshman Experience course and the Leadership 201/211 Sophomore Leadership seminar and Service Learning Experience are complemented by a Junior Ethics Enrichment Experience and Senior Leadership Integration seminar.

Objective: *Enhance Student Retention*

The Citadel's Academic Support Center expanded the Supplemental Instruction Program, based on peer-assisted study sessions, by adding 20 new SI instructors and doubling the subjects covered from four to eight. As a result, subject area tutoring grew from 352 cadets in fall 2011 to 634 cadets in fall 2012.

Objective: *Promote College-wide Participation in Service Learning and Civic Engagement*

In 2012-13, The Citadel's service learning program documented 13,047 hours of cadet community service at an estimated economic impact of \$278,684 for the community. Leadership Day alone accounted for 7,591 of these hours, engaging 1,186 cadets, faculty and staff in community service. The Citadel served more than 50 community partners and earned national recognition.



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THE CITADEL PRESIDENT'S REPORT 2013

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Kara Klein, Graphic Designer



171 Moultrie Street
Charleston, SC 29409

www.citadel.edu